Synopsis

Ph. D in Commerce

RELATIONSHIP OF WORK-LIFE BALANCE WITH JOB STRESS, JOB SATISFACTION AND JOB PERFORMANCE OF WOMEN ACADEMICIANS IN HIGHER EDUCATION INSTITUTIONS

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1. Introduction

Work-life balance refers to the effective management of multiple responsibilities at work, at home and in the other aspects of life. It is an important issue for both the organisations and employees. Work and family are the two important areas in a person's life. These two areas should be balanced to get satisfaction from personal and work life and to improve productivity and efficiency. Work-life balance is a state of balance in which the demand of both professional and personal life is equal. Each role having different sets of demands and when such role demands overlap, multiple problems are faced and it creates a lot of stress. Stress related problems reduce productivity and morale. On the other hand if there is work-life imbalance among employees it causes heavy stress and job dissatisfaction that results low performance. In this point of view the researcher is interested to analyse the relationship between these four variables among women faculty members in Government, Aided and Self-Financing Arts and Science Colleges in Palakkad District, Kerala State.

1.1. Definition of the Problem

a) Work-Life Balance

Work-life balance was first thought of in terms of work-family conflict, which is defined as the simultaneous presence of two or more sets of pressures, making compliance with one more difficult than compliance with the other (**Kahn et al., 1964)**. Coser, (1974) defined, Maintaining of a balance between duties at work and at home is known as work–life balance (**Sullivan and Teresa, 2013)**. Hill, et al., (2001) defined Work-life balance as the extent to which a person can concurrently balance the emotional, behavioural and time demands of both paid work, personal and family responsibilities (**Abdulrahman, 2018)**. **Bailyn, et al., (2001)** defined Work-life balance as harmonious and holistic integration of work and non-work activities, so that men and women can achieve their potential across the domains in which they play out their life roles.

b) Job Stress

The National Institute of Occupational Safety and Health, (1999) defined job stress as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, needs of the workers **(Palmer, et al., 2004)**. Work-related stress usually influences individual and organizational issues including behavioural, mental, as well as physical outcomes, performance, job satisfaction, and organizational commitment **(Beheshtifar et al., 211).** Stress has both positive and negative aspects which may lead to either achievement or towards harmful effects **(Abushaikha & Sheil, 2006).** Positive stress may result in stimulating and enhancing work performance. Excessive stress may result in negative effects and hence affect the worker's health and work performance. This directly affects the company's performance. A small amount of stress may positively encourage workers to work harder. An excessive stress may result in negative effect (**Salleh, et al. 2008).**

c) Job Satisfaction

Locke, (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Spector, (1997) defined job satisfaction as how people feel about their job **(Batool et al., 2011)**. Job Satisfaction depends on the extent to which people are satisfied or dissatisfied with their job. Lack of self-assurance, job independence, lack of promotion chances and less salary have negative effect on employee job satisfaction (**Guest, 2000).**

d) Job Performance

Employee job performance refers to an employee's expertise in carrying out their duties in a way that helps the organization achieve its goals **(Luthans, 2008)**. The work-life imbalance may manifest themselves as stress, absenteeism, turnover, lower job commitment and ultimately lower productivity **(Bhola et al., 2015)**. Job performance has been defined as the value an organization can expect from discrete behaviours performed by an employee over time **(Luo et al., 2008)**.

11. Review of Literature

Mukhtar Farah, (2012) found that there was a significant relation between Work-life balance and job satisfaction among faculty at Iowa State University. **Pandidurai, (2012)**

stated that Self-financing women teachers are prime stress takers than Government and Aided College women teachers. **Christopher, (2014)** found that the effects of work life balance among the women teachers in management schools are higher than in Govt. Schools. **Abirami, (2014)** stated that there exists a significant relationship among various variables of the factors of Work-life balance of women college teachers. **Vajiravel, (2015)** points out that Work-life balance issues have relatively lower influence on job performance. **Gayathri and Ruchi, (2017)** stated that the personal and professional domain factors affect the work life of the faculties in private higher education institutions significantly. **Ahamar khan, (2017)** found that the male teachers reported high on quality of work-life and self-efficacy in comparison to female teachers. In job satisfaction, female teachers were more satisfied with their job than male. **Zaheer, (2016)** stated that there exists a moderate level of occupational stress and moderate level of Work-life balance among female faculties .The study further found that there is a strong negative relationship between occupational stress and Work-life balance.

III. Research Gap

The research gap was identified through review of existing literatures. Most of the researchers have predominantly focussed on work -life balance or work- life conflict or work stress faced by IT professionals and employees in the industrial sector. There are only a few studies conducted in the educational field. Most of the researchers investigated factors of work-life balance, work-life balance and stress, work-life balance and job satisfaction, work life balance and job performance etc. individually. In this research, the investigator has attempted to study the work-life balance and its relationship with the other variables namely job stress, job satisfaction and job performance in the field of education in a wholesome manner. Existing literatures lack on work life balance with focus on women population in both educational field and in the state of Kerala. Therefore the researcher felt a need to study the Work Life Balance of women faculty members of select Arts and Science Colleges (Government, Aided and Self-Financing) in Palakkad District.

IV. Statement of the Problem

Work-Life Balance is a universally contemplated concept that has gone changes in its perception now and again and its significance is ever rising. 21st century has seen huge changes in the nature of work and change in life style, work life balance has become a huge concern for many. Colleges have a vital role in an economy, as they produce valuable assets

for the nation and in this regard studying the work-life balance of the faculty members is relevant especially of the female faculty members, as women are generally perceived to have more responsibilities than men in terms of engagement in family and handling household chores. In the modern times as remote working is becoming more and more common, managing the boundary between home and work has become a challenge. There is a need for employees and institutions alike to find flexible and innovative solutions that maximise efficiency without damaging wellbeing, their family relationships and other aspects of personal life. In this study the researcher intended to identify the factors affecting Work Life Balance, Job Stress, Job Satisfaction and Job Performance among women faculty members of Arts and Science Colleges in Palakkad District. Meanwhile the researcher analysed the relationship of work-life balance with these three variables and also identified the strategies adapted by the respondents to balance their work and personal life. Through this study, the researcher emphasised that a balanced work and personal life will reduce the women academician's job stress and in turn it increases their overall performance, efficiency and job satisfaction at work place.

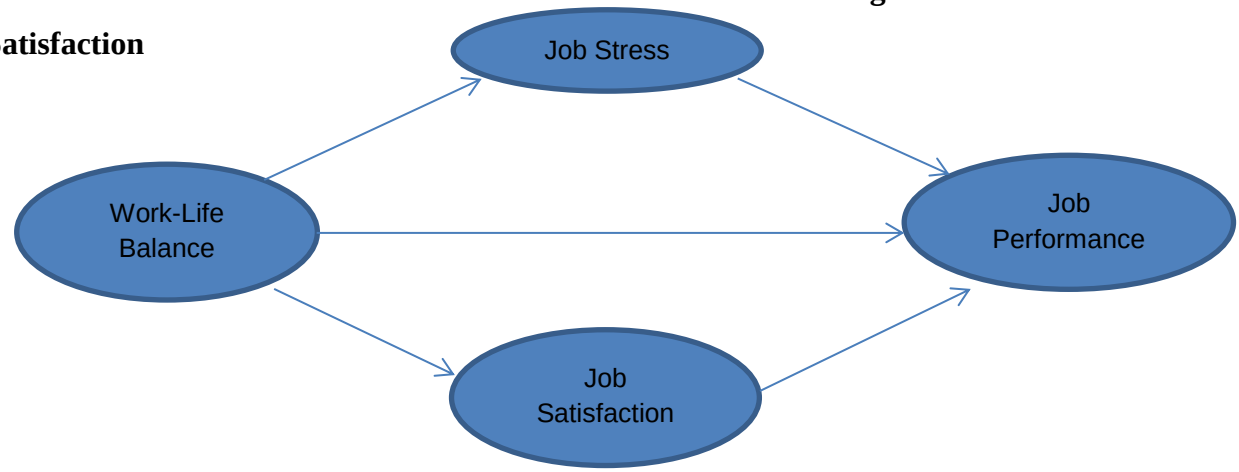
V. Theoretical Back Ground of the Study

Several theories have been propounded to explain the work- family linkages. The major work- life balance theories commonly discussed in work- family researches are segmentation, enrichment, facilitation, spill over, social identity, compensation, congruence, conflict, human capital, instrumental, resource drain, conservation of resource, ecological system, border, integration, and ladder theory **(Rincy, 2014)**. The model developed in this study is based on the integration theory of work-life balance. Integration theory refers to the holistic view that a healthy system of flexible and permeable boundaries can better facilitate and encourage work-life and community life domains **(Rantanen et al., 2011)**. Integration calls for contemporary understandings that retool traditional work-life paradigms, making all stakeholders (employers, workers and communities) active partners with equal voices in the creation of a holistic model of Work-Life Balance **(Morris and Madsen, 2007)**. Based on this theory the researcher has understood that the integration of work domain and family domain gives greater benefit to the two domains. On the other hand imbalances in work and family life produce high job stress, dissatisfaction in job and lower productivity and it adversely affect organisations profitability and employees personal growth. The integrative atmosphere of family and work life will generate the outcomes such as life satisfaction, family satisfaction, work satisfaction, low stress, job satisfaction and higher productivity.

VI. Conceptual Frameworks

The model developed for this study is based on the stress strain model of Rajidul **Honque, (2015)**. In the model Work-life balance was taken as independent variable. Job Stress, Job Satisfaction and job performance were taken as dependent variables. This model proposes that, the four variables are correlated and the work-life balance has an effect on Job Performance and at the same time it has an effect on Job Performance through Job Stress and Job Satisfaction.

Model: Effects of work-life balance on Job Performance through Job Stress and Job Satisfaction



VII. Research Questions

1. What are the factors that influence Work - Life Balance, Job Stress, Job Satisfaction and Job Performance among women teachers in Arts and Science Colleges?
2. What is the level of satisfaction on work-life and family life of women faculty members?
3. How do work-life balance influences Job Stress?
4. How does work-life balance influence Job Satisfaction?
5. How does Work-Life Balance influence Job Performance among women faculty members?
6. Is there any relationship between Work-Life Balance, Job Stress, Job Satisfaction and Job Performance among women teachers in Arts and Science Colleges?
7. What is the causal effect of Work-Life Balance on Job Performance?
8. What is the causal effect of Work-Life Balance on Job Performance through Job Stress and Job Satisfaction?

9. What are the strategies adapted by women faculty members in Government, Aided and Self-financing Colleges to balance their Work and Family Life?

VIII. Objectives of the Study

1. To examine the factors influencing Work-Life Balance, Job Stress, Job Satisfaction and Job Performance among women faculty members
2. To measure the level of satisfaction of Work-Life and Family Life among women faculty members
3. To assess the level of influence of Work-Life Balance on Job Stress among women faculty members
4. To assess the level of influence of Work-Life Balance on Job Satisfaction among women faculty members
5. To assess the level of influence of Work-Life Balance on Job Performance among women faculty members
6. To measure the relationship between Work-Life Balance, Job Stress, Job Satisfaction and Job Performance among women faculty members
7. To measure the causal effects of Work-Life Balance on Job Performance
8. To identify the strategies adapted by women faculty members for balancing their Work-Life and Family Life.

IX. Hypotheses of the Study

- Ho1: There exists no significant difference in the Work-Life Balance of women teachers working in Government, Aided, and Self-financing Arts and Science Colleges in Palakkad District.
- Ho2: Work-Life Balance does not significantly influence Job Stress.
- Ho3: Work-Life Balance is not significantly related with Job Satisfaction.
- Ho4: Work-Life Balance is not significantly related with Job Performance.
- Ho5: There exist no significant relationship between Work-Life Balance, Job Stress, Job Satisfaction and Job Performance.
- Ho6: Work -Life Balance does not have causal effect on Job Performance
- Ho7: Work -Life Balance does not have causal effect on Job Performance through Job Stress
- Ho8: Work -Life Balance does not have causal effect on Job Performance through Job Satisfaction

X. Scope of the Study

This study motivates the higher education institutions to understand their human capital needs and to realise the ways to provide a balanced work and family life strategies to their women faculty members by understanding that they are managing various roles that is they should take care of their parents, children, home duties and handle their classes for their students, curricular and co-curricular activities, additional duties and responsibilities in their work place which demands their time and attention at all times. Therefore this study will be helpful to Government, Aided and Self-financing Arts and Science Colleges to formulate strategies that provides healthy work-life balance to women faculty members which in turn will boost their job performance, reduce job stress and helps in achieving higher level of job satisfaction.

XI. Limitations of the Study

The researcher has concentrated mainly on four variables Work-Life Balance, Job Stress, Job Satisfaction and Job Performance, each in itself provides for an in depth study. Since the main purpose of the researcher was to establish the connection between these four, some factors inside these variables which would have otherwise taken into consideration might have been ignored. The sample for the study includes only women teaching staff of Arts and Science Colleges.

XII. Research Methodology

a) Sample Unit and Sample Size

The sample unit selected for this study is female faculty members of select Government, Aided and Self-financing Arts and Science Colleges in Palakkad District. Population of the study is 1108. Sample unit fixed for the study is 474 as per **Krejcie and Morgan (1970)** table at 95 per cent confidence level. Proportionate stratified lottery method used to collect data. The study unit consists of three strata, which are women teachers from Government Colleges, Aided Colleges and Self-financing Colleges. 16 samples were unsuitable and not included in the study. The sample used for this study is 458 consisted of 89 from Government Colleges, 122 from Aided Colleges and 247 from Self-financing Colleges.

b) Sources of Data

Primary and Secondary data used for this study. Primary data collected through well-structured questionnaire. Secondary data collected from websites, journals, and text books and newspapers.

c) Period of the Study

The study was conducted during the period of 2017 July to 2023 January. The primary data was collected from the respondents during the period of October 2019 to June 2020.

d) Tools used for the study

- ✓ Factor Analysis has done to identify the factors of Work-Life Balance, Job Stress, Job Satisfaction and Job Performance.
- ✓ Descriptive statistics (Mean, Standard Deviation) used to measure the level of Work-Life Balance, Job Stress, Job Satisfaction and Job Performance and to identify the strategies adapted by respondents to integrate work and family life.
- ✓ Independent Sample t test has used to know the influence of Demographic variables (designation, type of family, nature of job, and teaching area) on Work-Life Balance, Job Stress, Job Satisfaction and Job Performance.
- ✓ One way ANOVA has done to know the influence of Demographic variables (status of colleges, age, qualification, marital status, size of family, residential area, year of appointment, working hours per week, monthly gross salary, teaching experience) on Work-Life Balance, Job Stress, Job Satisfaction and Job Performance.
- ✓ Simple Regression Analysis has used to know the Influence of Work-Life Balance on Job Stress, Work-Life Balance on Job Satisfaction and Work-Life Balance on Job Performance.
- ✓ Correlation Analysis has run to know the relationship between Work-Life Balance, Job Stress, Job Satisfaction and Job Performance.
- ✓ Structural Equation Model has done to confirm whether the data used for this analysis were fit to the theoretical model and to assess the casual effects of work life balance on Job Performance.

XIII. Findings of the Study

- Nine factors of Work-life balance were extracted through factor analysis. They were named as: - Work life, Family to work conflict, Work place support, Family and personal life, Major interest, Work family conflict, online teaching, Family-work integration, Work and personal life Enhancement.
- Three factors of job stress were extracted through factor analysis. They were named as:-Stress Augmenting factors, Intellectual Challenges and Pressure due to responsibilities.
- Three factors of job satisfaction were extracted through factor analysis. They were named as: Organisational factors, Individual factors and Work related factors.
- Two factors of job performance were extracted through factor analysis. They were named as: - Employee work behaviour and Commitment to Profession.
- The study found that women faculties of three categories of colleges enjoy only a moderate level of work-life balance.
- Women teachers of Government Colleges are experiencing more work-life balance when compared to women teachers of Aided and Self-financing Colleges.
- A low level of job stress was experienced by the women teachers of Arts and Science Colleges in Palakkad District.
- Women teachers of Self-financing Colleges were experiencing more job stress when compared to women teachers of Government and Aided colleges.
- The women faculty members of Government and Aided Colleges were experienced high level of job satisfaction. Whereas women teachers of Self-financing Colleges experienced moderate level of job satisfaction.
- The study found that women faculty members could only perform a moderate level of job performance in all the three types of institutions.
- Women teachers of Self-financing Colleges have performed low level of job performance when compared to women teachers of Government and Aided colleges.
- The correlation analysis found that there was a strong positive correlation between the four variables Work-Life Balance, Job Stress, Job Satisfaction and Job Performance.
- The Structural Equation Model confirmed that the data used for this analysis were fit to the theoretical model.

- The SEM model also proves that the Work-Life Balance has causal effect on Job Performance and it also having the causal effect on job performance through Job Stress and Job Satisfaction.

XIV. Suggestions

- The study found that women faculties of three categories of colleges enjoy only a moderate level of work-life balance. To further improve this, concerned authorities may formulate appropriate work-life balance strategies:

1. Measures can be taken to reduce stress level in women employees' job, so they go home without worries and making sure that they can complete their work with in the institution itself and to provide health related incentives to employees.
2. Ensure that adequate facilities are provided for smooth running of online classes which will be beneficial to both the faculties and students.
3. Encourage the faculties' involvement in sports and other activities and provide facilities for the same.
4. Provide loan facilities to staff in Self-Financing Colleges to assist them in their financial needs.
5. It is suggested that women employees should share their household chores among family members

- A low level of job stress was experienced by the women teachers of Arts and Science Colleges in Palakkad District. Among the responses from all the three categories of colleges, variables 'Heavy work load' and 'Complexity of work' are the main factors contributing to job stress. Following course of actions can be taken to reduce stress level:

1. Make sure that while additional duties and responsibilities among staff are distributed, their expertise and area of interest are taken into consideration, so that it becomes easier and enjoyable to work on.
2. While sharing work load, make sure that new recruits are not overburdened and are given work which they are comfortable with and at the same time challenging enough to improve them.

- The Government and Aided College women faculty members were experienced high level of job satisfaction as their mean scores indicated above average level. Whereas the women teachers of Self-financing Colleges experience a moderate level of Job

Satisfaction. Following course of action may be taken in Self-financing Colleges in this regard:

1. Provide job security to teachers with adequate salary and other benefits.
2. Provide training and development opportunities so that they can enhance their career growth.
3. Ensure teachers participation in decision making in matters related to teaching and distribution of responsibilities.
4. Ensure that work load is distributed in such a manner where teachers are both comfortable with them and is challenging enough to enrich them.

❖ The study found that women faculty members could only perform a moderate level of job performance in all the three types of institutions. Following strategies can be adopted by the institutions to further improve job performance among employees.

1. Encourage faculties to take up new challenges in their work and challenge them to bring innovative methods and ideas to perform their tasks.
2. Make sure that employees are up to date in matters concerned with their subjects.
3. Encourage them to take up extra responsibilities and to work on keeping improving their skills.

XV. Conclusion

Higher Education is one such sector which provides vast employment opportunities. The professional and personal lives of employees can be considered as the two sides of a same coin, which needs to be taken care in a balanced manner. Poor balance in work life and family life will induce job stress and thereby reducing productivity and satisfaction of employees. The researcher has identified various factors influencing Work-Life Balance, Job Stress, Job Satisfaction and Job Performance of women teaching faculty members in Arts and Science Colleges in the District of Palakkad. The researcher further found that the women teachers are experiencing a moderate level of Work-Life Balance, a low level of Job Stress and high level of Job Satisfaction in Government and Aided Colleges and moderate level Job Satisfaction in Self- Financing College in the sample unit. All the three categories of women teachers are experiencing a moderate level of job performance in the Palakkad District. The investigator has established through this study that, the Work-Life Balance, Job Stress, Job Satisfaction and Job Performance are significantly correlated with each other. The investigator further confirms that Work-Life Balance has an effect on Job Performance and it has an effect on Job Performance through Job Stress and Job Satisfaction.

XVI. Reference

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XVII. Publications

Sl. No.	**Article**	**Journal**	**Other Details Vol/No/Page No/ Year**	**Published in UGC-CARE / Scopus Indexed/ Web of Science (*List of Journals in that category including the particular Journal to be attached)**
1	Influence of Various Factors on Work-Life Balance among Women Faculty Members during Covid 19 Pandemic	Eastern Journal of Dialogue and Culture	ISSN 0974-7567 Vol.15, No.1 January-June 2022, Page 112-122	An Internationally Indexed peer reviewed Bi-annual published from the Chair for Christian Studies and research, **UGC care list No.73** www. Christianchair.in
2	Work- Life Balance among working Parents in Palakkad District during COVID-19 Pandemic	Towards Excellence UGC-Human Resource Development Centre Gujarat University	ISSN No. 0974-035X MARCH, 2022 -Vol. 14 - ISSUE No. 1, Page 1192-1205	An indexed refereed & peer-reviewed journal of higher education, **UGC-CARE** https://hrdc.gujaratuniversity.ac.in/Ejournal,